

However, Federal and State funding is limited; county and local units of government must both maximize the benefits from the available funding and explore new ways to provide affordable housing without Federal or State assistance.

As reported in Chapter VII, a number of public or quasi-public housing agencies have already been created to address housing problems and to increase the supply of affordable housing within Waukesha County. These include Community Housing Initiative, Inc., the Waukesha County Lender Consortium, the Waukesha County Homebuyer Program, the Waukesha County Community Development Block Grant Board, the Waukesha County Housing Authority, the City of Waukesha Housing Authority, and the City of New Berlin Housing Authority. These agencies currently administer a broad range of programs intended to increase affordable housing. These programs include, among others, housing rehabilitation assistance programs; programs providing mortgage counseling, down payment assistance, and closing cost assistance to first-time homebuyers; land cost write-downs; and issuance of bonds to provide financing for multi-family development at reduced interest rates.

It is recommended that the aforementioned agencies continue aggressively to pursue efforts to provide affordable housing in Waukesha County. Because public funding in support of affordable housing is limited, local housing agencies and units of government should continually explore innovative ways to increase the supply of affordable housing. Given the limited available public funding, local programs should be designed to leverage the maximum amount of private sector involvement possible, looking to measures such as density bonuses and other incentives to developers to incorporate affordable housing into residential developments. A good example of a local public-private partnership intended to facilitate the provision of affordable housing in the County is that described in Figure 107.

As already noted, inequities could exist among the nine planning analysis areas of the County if communities within each area do not accommodate their share of affordable housing. If communities in one area of Waukesha County choose not to accommodate affordable housing, such housing must ultimately be provided in neighboring areas. This may result in a transfer of property tax burden from one area of the County to another because lower-

cost affordable housing typically generates less property tax revenue than is needed to provide such housing with essential public services. If such conditions occur, it may be necessary to consider implementation of a revenue-sharing structure among communities in the County. Under such a concept, communities which do not accommodate their share of affordable housing would be asked to compensate, in some way, neighboring communities which accept a greater share of such housing.

As indicated above, the responsibility to increase the supply of affordable housing in the County rests with a number of agencies, including agencies of County and local government, as well as quasi-public agencies. Over the past several years, the County Executive's Office has assumed a leading role in coordinating housing programs within the County and sponsoring new housing initiatives. It is recommended that the County Executive's Office continue that role in the immediate future. The County Executive may wish to transfer that role to another County department.

CONCLUDING REMARKS

Chapter VII of this report indicated that, while there has been substantial growth in the existing housing stock within Waukesha County over the past several decades, there is, nevertheless, a shortage of affordable housing. That shortage limits the opportunity of workers to live in the County, where continued economic growth is dependent in part upon the continued growth in the resident labor force; necessitates longer work trips for those unable to secure housing near their place of work; results in physical and economic hardship for certain households; and results in higher turnover and associated training costs for employers.

A key component of the housing plan presented in this chapter is an affordable housing allocation strategy. This strategy indicates the total number of affordable housing units that should be provided in Waukesha County during the period from 1990 to 2010 and the recommended geographic distribution of those units within the County, based largely upon existing and planned employment. Underlying the affordable housing allocation strategy is the principle that areas which provide a full range of employment opportunities should provide a full range of housing opportunities. The proposed allocations should be considered as targets indicating the scale of effort in the provision of affordable housing

Figure 107

**PROFILE OF A PUBLIC-PRIVATE EFFORT TO PROVIDE AFFORDABLE HOUSING:
THE VILLAGE MEADOWS SUBDIVISION IN THE VILLAGE OF DOUSMAN**

Location	A 20-acre parcel located southeast of the intersection of Utica Road (CTH ZB) and Wilson Avenue (CTH ZA), Village of Dousman
Number and Characteristics of Housing Units	<p>Sixteen single-family home and lot packages incorporate cost write-downs of \$10,000 to \$27,000 using secondary mortgages, and are priced at \$89,000 to \$116,000. The 16 homes are part of a 31-lot subdivision.</p> <p>The average size of lots in the subdivision is about 15,000 square feet, or about one-third acre. All lots are fully improved, including public sanitary sewer service and water supply. The size of the homes ranges from 1,300 to 1,525 square feet.</p> <p>The Village Meadows development was designed to incorporate a mix of different home styles, sizes, and costs.</p>
Special Cost-Reduction/Homebuyer Assistance Efforts	<p>\$260,000 in Community Development Block Grant and Home Investment Partnership Act/Housing Cost Reduction Initiative funds are being utilized to acquire land and provide secondary financing to income-qualified homebuyers. The capital invested in the land becomes part of the secondary financing package. The secondary financing package amounts to a second loan to bridge the gap between the amount a homebuyer can borrow from a private lender as a first mortgage and the total amount the homebuyer needs to borrow. The secondary loan is due if and when the buyer would later sell the home.</p> <p>Down-payment and closing-cost assistance is available to homebuyers, as needed, with funding provided through the Waukesha County Homebuyer Program. Homebuyer counseling is also provided through the Waukesha County Homebuyer Program.</p> <p>The homes are being built by one builder so an economy of scale can be realized; this is achieved through more efficient purchase of materials in bulk and more efficient utilization of on-site labor. Many items provided as standard in new homes typically on the market in Waukesha County are offered as options in the Village Meadows homes, which also serves to reduce construction costs.</p> <p>It should be noted that this is but one example of the creative funding and construction options available.</p>
Agencies Involved	Community Housing Initiative, Inc., Waukesha County Community Development Block Grant Program, Waukesha County Lender Consortium, Waukesha County Homebuyer Program, Waukesha Housing Authority, Trustway Builders, and Firststar Community Investment Corporation.

Source: SEWRPC.

that is warranted by historic and anticipated future job growth. The allocation strategy is thus intended to serve as a guide for concerted efforts on the part of the public and private sectors to ensure the provision of affordable housing commensurate with job growth.

With the decrease in Federal funding of housing programs since 1980, Waukesha County and its local units of government and the private sector are increasingly being looked to for the provision of affordable housing. At a minimum, local units of

government should ensure that their land use controls, particularly local zoning ordinances, do not unnecessarily constrain the provision of affordable housing. Existing public and quasi-public housing agencies should continue to pursue aggressively efforts to provide affordable housing. Given the limited Federal funding of housing programs, local housing agencies, in conjunction with the real estate industry, must explore innovative ways to provide at least marginal reductions in housing costs, thus increasing the supply of affordable housing to the extent practicable.